

**LAS VEGAS**



McCARRAN INTERNATIONAL AIRPORT

**Department of Aviation**

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February 14, 2013

Mr. Don Burnette  
County Manager  
Clark County Government Center

Dear Don:

As we have discussed over the last few months, it has been my intention to retire this year. I have decided to retire on June 3. I know I will miss working with all the great employees here at the airport but I believe the timing is good for me to hand the leadership responsibilities to someone who will have enough time to guide the airport through a new era for the County's airport system.

As you know, we have been in a non-stop process of adding facilities for the past 30 years. I have had the opportunity to be involved in the planning and implementation of these facilities for the past 22+ years. With the opening of Terminal 3 this past summer, the large expansion programs for the airport are complete. There is enough capacity to meet the passenger growth at the airport for many years to come. It is now time to focus on the operating processes and procedures. Although the airport has done a good job managing the facilities and operations of the airport system, the focus for the past three decades has been to get facilities in place to meet the needs of our community. Going forward the focus needs to be on strengthening the internal processes to drive efficiencies so the airport can continue to meet/exceed our customer expectations and keep the operating costs of our airline customers as low as possible.

When I came to the airport as the Deputy Director in November, 1990, the airport was a much different place than it is today. In 1990 we handled 19.1 million passengers with 55 gates and two commercial runways. This past year we handled 41.5 million passengers with 110 gates and four commercial runways. In addition to the increase in gates, runways and other terminal support infrastructure, we added the airport tunnel and the airport connector roadway system and became the first airport in the country to operate as a common use facility. Our technology team has helped establish the world wide standards for technology applications for airport operations. We were the first airport to use common use, self-check-in kiosks and RFID technology for baggage tracking. Our team continues to participate in the standards development process and the new Terminal 3 has been built with all the newest technology designed into the facility.

I am proud of what the airport team has accomplished in my tenure as the Director of Aviation for Clark County. Our vision is to "Be a Global Leader". We have certainly accomplished this in several areas and I know the team will continue to work towards that vision for all areas of the operation going forward. I hope the next airport director will be given the support and flexibility to meet the ever changing world of airport operations as I have been given in my 16 years as the airport director.



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The County should be proud of its airport facilities and operations. This is a key asset of the community. It is often referred to as one of the two engines which drive our major industry of tourism and conventions (the other being I15). I believe we have met the challenge of supporting the community and of never being an impediment to its growth. I thank you and the previous county managers who have provided me support and the operational flexibility to meet our challenges and pursue the vision for the airport. Although the airport system is a county department, it is a much different operation than a typical local governmental operation. This has been recognized in the past in the development of County-wide policies and procedures and I encourage you to continue to do so in the future.

I look forward to working with you in the next few months as the airport transitions to new leadership.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Walker', written over the word 'Sincerely,'.

RANDALL H. WALKER  
Director of Aviation

RHW:jc